



H O M E ~ H E A R T ~ H E R I T A G E

SABIN CDC
STRATEGIC PLAN: 2019-2021

November 16, 2018

AUTHORS:

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MISSION

*Sabin CDC works toward social equity, stabilizing & improving
the livability of culturally diverse Portland neighborhoods by
assuring the availability of long-term affordable housing for low &
moderate income residents, encouraging community partnerships
for local economic development, and offering youth & senior
programs.*

ENVIRONMENTAL SCAN

External trends (social, political, etc.), upcoming or anticipated events (legislation, due dates, etc.), & other factors potentially impacting Sabin's priorities & mission over the next three years.

1. Population growing by approximately 47K annually, our target constituents are being further squeezed out of the market & becoming more marginalized
2. Portland-wide demand for affordable housing is up
3. Section 8 holders finding it difficult to align with available units
4. Due to high demand, contractor availability for mid-size repair work is declining
5. PHB compliance has become more rigorous, & loan forgiveness more difficult
6. City-wide rodent & pest issues are rising due to city demolitions
7. New local & state rent increase & eviction regulations pose challenges
8. Potential for building code changes
9. Seismic needs/issues will need addressing
10. Growing senior population with unique needs
11. Change in values at highest political level, hard to get behind, not feeling supported; unpredictable consequences
12. Our constituents may be feeling at risk due to political changes
13. More Management & Occupancy Reviews (MORs) are coming
14. Potential for decline in Section 8 funding, and /or increased accountability
15. Hotter & longer summers, colder winters, & declining air quality all impact resources
16. Slight leveling-off of the housing market
17. Access to development capital appears to be improving, while interest rates are rising
18. Increased understanding of housing issues by funding entities
19. Lack of mental health support from city & community, and peer-to-peer options are emerging
20. Increased challenges with for-cause evictions e.g. when safety is concerned
21. Measure passed allowing private & non-profit developers to access bond funding

ACCOMPLISHMENTS (TO NOVEMBER 13, 2018)

A. Development

1. Applied for Home Funds for NE 42nd Avenue
2. Initiated work with Housing Development Center for development of 3 buildings of new construction
3. Planning underway for arts program elements in new buildings & community rooms
4. Expanded use of Cully House to serve displaced family
5. Implementation is underway for MMT funds
6. Very near completion of Endelea rebuild

B. Asset Management

1. Documentation is well underway for permanent PHB loan deferral
2. Completed refinance of Avenue property
3. Completed Land Trust legal documentation
4. Completed transition to new consultant for SAEs

5. Completed entering of all property portfolios into database (HAL)
6. Submitted application & financial documents for Iron Tribe Network (ITN) property purchase
7. Completed additional rent increases
8. Completed 2 replacement reserve fund draws

C. Property Management & Maintenance

1. New property manager up & running
2. New tow company contract in place
3. Reorganized storage areas & completed comprehensive inventory
4. Completed management change for Alberta property
5. AmeriCorps volunteers completed approximately \$100K work of interior & exterior renovations, and also completed total unit inspections
6. Set up data system for complete unit & property inventory management
7. Implemented new maintenance procedures
8. Completed several unit turnovers with significant renovations & repairs
9. Completed 3 REACs that went well
10. Completed Home Forward inspections at Otesha property
11. Improved ADA access/compliance at Avenue property
12. Worked thru tenant challenges successfully
13. Extended life of our Ford van
14. Replaced most lighting across properties with LEDs for Sabin energy savings
15. Installed aerators & reduced flow shower heads at all properties for tenant energy savings
16. Established connections with OR Energy Trust and County Weatherization
17. New work order system is in place
18. Completed HUD approved tenant marketing and selection plans

D. Resident Services

1. Completed Intentional Peer Support training
2. Created Tenant Standing form
3. Initiated proactive tenant support case load strategy
4. Identified potential funding sources for tenant services and applied for one
5. Initiated Reverse Trick-or-Treating event
6. Raised approximately \$1,500 for tenant loan program
7. Conducted first tenant engagement in art activities
8. Received good resident feedback and participation in garden
9. Improved quality of tenant communications
10. Completed ITN housing partnership agreement
11. Renewed SEI agreement
12. Held successful holiday event with a new structure
13. Developing tenant engagement plan including PSU social work intern

E. Community Services

1. Began work with Mr. Bobby
2. Hosted 2 Youth Builder interns, 1 POIC intern, and 3 PSU interns
3. Began or continued partnerships with Alberta Co-op, AmeriCorps, CCC, City Repair, Growing Gardens, Living Cully, PYB, and PSU
4. Initiated art installation at Alberta property
5. Initiated art discussion for use of CDC office
6. Developing Sabin brand use & recognition, and Sadie's identity
7. Received \$1,200 grant from EMSWCD
8. Received \$1,500 grant from NECN
9. Hosted AmeriCorps team of 12 for 7 weeks
10. Hosted Sadie's Garden Party with approximately 10 artists and with community volunteers
11. Hosted Ha-Ha's for Housing with multiple partners generating approximately \$6,000
12. Developed a donor mailing list
13. Evolved Educational Coordinator position to Community Engagement Coordinator

F. Management & Administration

1. New remote controlled office security system in place
2. Obtained staff health insurance
3. Completed Fair Housing, EIV, REAC, Equity, Intern Supervision, HAL, City Repair, & Permaculture classes/trainings
4. Expanded staff, and solidified HR position
5. Completed competitive analysis and implemented salary increases
6. Conducted performance reflections
7. Increased leveraging of IT including SMS Text, Office@Hand, & Boston Post
8. Gained confidence with IT & enhanced security awareness
9. Learning through the process of searching for new office space

STRATEGIC PLAN 2019-21

GUIDING PRINCIPLES

- *Leverage accounting & financial accuracy, and improved cash flow, toward capital rehabilitation & development of new assets*
- *Continue developing & incorporating “equity lens” (diversity, equity, & inclusion, DEI) thinking into planning & operations*
- *Continue developing & incorporating sustainability goals & measures into operations*
- *Continue evolving organizational structure to maximize efficiency, ease workflow, & enhance delivery of services*

A. Development

1. Continue search for new office space
 - a. Convert existing office space into community heritage / arts space
2. Continue moving Loulie more into development
 - a. Create a 6-12 month work plan for Sustainability Manager
3. Redevelop Estates plus properties to 60 units
4. Continue pursuing development for 42nd Street to 60 units & arts site
5. Continue assisting Iron Tribe Network with securing permanent program housing

Development Through a Social Equity Lens

- *Developing assets with design considerations for resident’s quality of life, including accessibility, leads to residents feeling good about themselves, empowered to action on their own behalf*
- *Developing assets with design considerations regarding the property’s positive influence/impact on the neighborhood, leading to engagement between residents & their immediate communities*
- *Development done with consideration for women & minority contractor opportunities*
- *Inviting constituent involvement in design thinking & planning, empowering them to have a stake in outcomes, an active role in their future*
- *Encouraging neighborhood associations to initiate engagement with residents, while simultaneously supporting tenant participation in their neighborhoods*
- *Development with consideration for residents mobility & transportation needs & access*

B. Asset Management

1. Rehabilitate a set of Heritage properties using State funds
2. Continue with city mandated rent increases to 60% MFI when units turn
3. Look into using database (HAL) for living trust (LT) repository & updating LT documents
4. Create ad hoc reserve account, in preparation for City Heritage reserve fund needed in 2022
5. Analyze tenant accounts & appropriate write-offs

Asset Management Through a Social Equity Lens

- *Ensuring our residents have access to decent, safe, sanitary housing resources as a foundation for family & prosperous living*
- *Tenant engagement in extending & perpetuating “community” for others*
- *Compliance adherence impacts future funding & credibility, leading to the continued availability of equitable housing resources*

C. Property Management & Maintenance

1. Reduce tenant turnovers
 - a. Increase timely response to work orders
 - b. Proactively offer needed services/maintenance to long-term residents
2. Conduct preventative maintenance inspections for all properties
3. Maximize effectiveness of AmeriCorps volunteers by planning for their work assignments
4. Migrate property specific information into HAL
 - a. Conduct more HAL training, and obtain more binders
5. Improve technology use for tenant documents
 - a. Utilize Boston Post and/or Tenant Tech to full capacity
 - b. Obtain more Boston Post training
6. Continue developing a proactive safety plan for high risk residents
 - a. Connect with community safety & resources
7. Continue creating Sabin specific forms for property management with consideration for language needs of residents & applicants instead of legal language

Property Management & Maintenance Through a Social Equity Lens

- *Holding a wide net for applicants, including allowing for third party support, expands opportunities for those who might otherwise be excluded from finding a safe, affordable home*
- *Leveraging Sabin's contracting & purchasing power (e.g. local & minority sourcing)*
- *By providing direct support, Sabin helps residents avert court involvement & court records, which could otherwise stay on their records permanently*
- *Helping build resident's long-view on etiquette, by linking rules & regulations and the avoidance of violations, to self-care, safety, & community care*
- *Working with agencies that utilize the NE housing strategy to encourage returning to the neighborhood*

D. Resident Services

1. Continue developing tenant service tracking system
2. Develop new "Lamika's Laundry & Listen" initiative
3. Establish holiday food pantry
4. Focus on smaller engagements to build rapport while keeping an eye out for resident leaders
5. Research & locate community spaces for gatherings
6. Research tenant needs for programing & support
7. Build on tenant loan fund and solidify accounting
8. Continue making use of interns until full time staff is feasible

Resident Services Through a Social Equity Lens

- *Helping secure a stable base for residents as a first step toward self-actualizing*
- *Stabilizing elders and those in challenging life stages & circumstances*
- *Normalizing life challenges & issues for residents, and also normalizing constituent's challenges/issues back to the agency*
- *Empowering residents toward civic engagement & connectedness, thereby expanding the circle of social justice influence (e.g. describing personal growth results through housing support stories)*

E. Community Services

1. Prepare for AmeriCorps team visit
 - a. Introduce team members to residents
2. Expand work with Growing Gardens
3. Expand PSU internship options including community engagement & resident services roles
4. Keep an eye out for grant opportunities, e.g. NECN coming in January
5. Deepen partnership with City Repair in preparation for Village Building Convergence
6. Access fundraising success & plan for future activities
7. Expand volunteer base

Community Services Through a Social Equity Lens

- *Proactively reaching into neighborhoods, engaging & empowering youth toward a sense of belonging, and reversing the “broken window” syndrome*
- *Celebrating cultural events with a focus on building community capacity & social capital*
- *Leveraging Sabin’s status as a neighborhood institution to bring people together, realign with the purpose of community, build trust, & strengthen the voice for bringing more good into communities*
- *Bringing a national presence to Portland by utilizing programs like AmeriCorps as we work to foster a more positive image of affordable housing in our society*

F. Management & Administration

Board of Directors

1. Develop an equity lens plan that can be used by the committees
2. Create a Board fundraising committee
 - a. Explore the idea of unrestricted fundraising, e.g. event
 - b. Develop a unique fundraising activity to facilitate community belonging & engagement
 - c. Leverage Equity Lens Consultant expertise by bringing it to the Board
 - d. Create campaigning process
3. Expand the Board membership & representation
 - a. Utilize the Board committee membership first entry path to the Board
 - b. Expand Board committee membership with non-Board members
4. Pursue long-term approach (checks & balances) to protecting Sabin equity / properties

Staff

5. Conduct semi-annual performance reflections
6. Enhance new employee integration process
7. Develop grievance policy & process for residents with other residents and with staff
8. Enhance organization of files
9. Draft workplace equity aspirations
 - a. Complete relevant equity training
10. Continue aligning staff training with needs
11. Streamline IT support and enhance skills thru training
12. Develop ideas for enhancing engagement of Board members where/how appropriate
13. Consider holding a staff team building retreat
14. Improve & maintain agency sustainability goals

Management & Administration Through a Social Equity Lens

- *Utilizing Jobs Plus program as a path for developing new staff, helping individuals take steps toward their livelihood & place in society*
- *Modeling & aspiring to a socially equitable & collaborative workplace (e.g. encouraging/making space for multiple voices & viewpoints; e.g. staff feeling empowered to speak up)*
- *Holding a commitment to staff & board representation from the diverse communities we serve*
- *Creating "second chance" employment opportunities*